Corporate Human Resource Information System (CHRIS)

Five-Year Financial Plan

U.S. Department of Energy

Introduction

This financial plan outlines the scope, budget requirements, and schedule for the Corporate Human Resource Information System (CHRIS) Project for Fiscal Years 1997 - 2001. Once completed, CHRIS will replace the Department's PAYPERS system, which is nearing the end of its life cycle. Implementation of CHRIS is expected to achieve a 52% return-on-investment (ROI) according to an HR Strategic Implementation Management process conducted by Coopers and Lybrand. It will also provide a standardized platform with instant, global access to HR data through the use of web-based technologies, enabling the HR community to respond more effectively and efficiently to the needs of DOE managers and employees and to provide more timely and accurate personnel information.

The CHRIS Project Plan should be referenced for a complete description of the project's history, organization, and technical implementation.

Scope

Implementation of CHRIS will be accomplished in several phases:

A. Phase I Objectives

The objectives of Phase I are to:

1. Provide the Department with an up-to-date, automated tool for real time processing of personnel actions;

2. Make CHRIS the system of record through implementation of an integrated payroll system*; and

3. Build a foundation for implementing future functionality and business process improvements.

*Note: **Objective #2 above poses the greatest risk to the timely completion of Phase I and the implementation of Phase II. Until a payroll solution that meets the Department's needs has been identified and implemented, Phases II and beyond cannot be implemented and the potential ROI identified by the SIM process cannot be realized.**

B. Phase I Milestones

Completion of the tasks below constitute the major milestones for Phase I:
- Install PeopleSoft at the Federal Energy Technology Center (FETC) at Morgantown
- Begin personnel data clean-up by DOE sites
- Load corporate tables on the corporate database server at Morgantown
- Initiate data clean-up 'jump start' plan
- Begin PeopleSoft live operation at Morgantown. Load personnel data for initial prototype sites
- Ensure site-by-site connectivity to the CHRIS central server in Morgantown
- Establish and execute a phased implementation schedule to convert all DOE servicing personnel offices to the new corporate system
- Once "live," begin dual processing of personnel actions at all DOE sites in both CHRIS and PAY/PERS; establish audit and reconciliation process to resolve data discrepancies
- Map remaining data from PAY/PERS to CHRIS
- Upgrade PeopleSoft software to version 7.0; train all users in version 7.0
- Implement Benefits Administration and train end users

- Develop interface from CHRIS to the PAY side of PAY/PERS
- Conduct parallel testing of interface to ensure CHRIS's readiness to become the authoritative system of record and ability of PAY to process payroll through the interface
- Cease operations of PERS portion of PAY/PERS and make CHRIS the official system of record

C. Phase II Objectives

Objectives for Phase II are:

1. Provide online access to personnel data for query and reporting purposes;

2. Develop web-based and on-line analytical processing tools to lay foundation for "paper less" processes in the Department.

3. Re-engineer the position and classification management processes within DOE.

4. Develop and pilot the training administration capabilities of the PeopleSoft software in DOE.

5. Identify, prioritize and implement business process reengineering efforts within the Department while addressing future business needs and plans for the expanded functionality of CHRIS.

6. Coordinate CHRIS efforts to integrate with the identified payroll solution.

7. Continue outreach efforts with the Department to ensure awareness and buy-in from the DOE community.

8. Develop web-based interface to enable employees and managers to access data from their desktop.

D. Phase II Milestones

- Explore business process reengineering opportunities and identify and prioritize Departmental needs
- Develop recommendations for the implementation of future CHRIS functionality
- Develop implementation plan for Training Administration, Position Management and new business processes
- Design and deliver a training program to support roll-out of HRMS product to system users
- Develop a long-term training strategy to support expanded system functionality

and new users
- Identify and implement web-based interface with CHRIS so employees and managers will have real-time access to data

E. Phase III Objectives

Objectives for Phase III are:

1. Provide for increases in system demand and provide access to information in the system to all DOE employees and managers

2. Continue to investigate and prioritize the roll out of additional system functionalities; coordinate corporate reengineering efforts to support expanded system functionality

3. Identify and plan for the elimination of those external systems which CHRIS can replace, ensuring their needs will be met by CHRIS

F. Phase III Milestones

- Identify candidate business processes for reengineering and incorporation into CHRIS

- Provide all DOE employees and managers with desktop on-line access to information contained in the corporate system

- Continue efforts to identify information and processing systems whose requirements can be handled by CHRIS; work with system owners to shut down

- Phase out as many duplicative HR information systems as feasible and plan for replacement by CHRIS

Assumptions

1.   PeopleSoft Payroll, and Time and Labor modules will be purchased by the IM community.

2.   A single site will be sufficient to process all CHRIS actions.

3.   The Integrated Payroll Provider will be a full PeopleSoft user.

4.   Program budget of $2M will be available from pass-back funding.

5.   All non-contracted labor and travel expenses incurred by Servicing Personnel Offices and labor expenses for the Project Team will be donated to CHRIS.

6.   FETC expenses must be paid from the CHRIS budget from FY-98 onward.

7.   Costs of hardware and software purchases incurred by SPO's will be paid by the SPO's.

8.   Once the system is fully operational, data and informational updates will be provided, and the system will be monitored to ensure that customization is not done by individual sites.

Risks

1. The timely selection and execution of the Integrated Payroll Provider (IPP) is the greatest risk to the CHRIS Project. There are many task dependencies on the IPP as well as ROI, which is justification for the CHRIS Project.

2. CHRIS currently has no funding source, other than funds donated by operations offices. CHRIS must be allowed its own line-item budget along with the line-item's associated recognition in order to be successful.

3. There are information technology (IT) issues which must be addressed to prevent future problems and to develop hardware and communication protocols and standards. These issues will be addressed in FY-98.

4. The continued commitment of dedicated and part-time resources to the CHRIS matrixed organizational structure.

Return-on Investment

A SIM process conducted by Coopers and Lybrand predicts a 52% ROI once CHRIS is fully operational and redundant systems across the Department have been phased-out. There can be no ROI until the Integrated Payroll Provider is operational. Once the Integrated Payroll Provider is established, ROI will be calculated on a routine frequency and reported to the Project Manager, Steering Committee and Executive Committee. A guide will be developed which outlines the ROI evaluation process and calculation, using the criteria and methods employed by the SIM process.